

AFFIRMATIVE ACTION PROGRAMS

Plan Effective Date: 7/1/2009

Plan Expiration Date: 6/30/2010

Prepared by: Eric A. Smith
Director, Equal Opportunity and Human Resources

Approved by: Maureen M. Parks
Assistant Vice President, University Human Resources

Establishment's Name: University of Illinois
University of Illinois Administration

Establishment's Address: Illini Union Bookstore, 807 S. Wright, Suite 440, Champaign, IL 61820-6219

University of Illinois

AFFIRMATIVE ACTION PROGRAM

For

MINORITIES AND FEMALES

CONFIDENTIAL TRADE SECRET MATERIALS

The material set forth in the AAP is deemed to constitute trade secrets, operations information, confidential statistical data, and other confidential commercial and financial data, within the meaning of the Freedom of Information Act, U.S.C. 552, Title VII of the Civil Rights Act of 1964 (as amended), 42 U.S.C. 2000e et seq., the Trade Secrets Act, 18 U.S.C. 1905, and 44 U.S.C. 3508, the disclosure of which is prohibited by law and would subject the individual making the disclosure to criminal and/or civil sanctions.

University of Illinois

AFFIRMATIVE ACTION PROGRAM FOR MINORITIES AND FEMALES

TABLE OF CONTENTS

	<u>Page</u>
I. Equal Employment Opportunity (EEO) Policy Statement	5
II. Designation of Responsibility for Implementation	
A. Designation of Responsibilities of EEO Coordinator	7
B. Responsibilities of Management	8
III. Identification of Problem Areas	9
IV. Accomplishment of Prior Year Placement Goals	12
V. Development and Execution of Action-Oriented Programs	14
VI. Internal Audit and Reporting Systems	15

I. Equal Employment Opportunity (EEO) Policy Statement

The EEO Policy statement on the following page is posted on our university's bulletin board as well as placed where applicants can view it.

University of Illinois
EQUAL OPPORTUNITY POLICY STATEMENT

University of Illinois is firmly committed to Equal Employment Opportunity (EEO) and to compliance with all Federal, State and local laws that prohibit employment discrimination on the basis of age, race, color, gender, national origin, religion, disability, protected veteran status and other protected classifications. This policy applies to all employment decisions including, but not limited to, recruiting, hiring, training, promotions, pay practices, benefits, disciplinary actions and terminations.

As a government contractor, University of Illinois is also committed to taking affirmative action to hire and advance minorities and women as well as qualified individuals with disabilities and covered veterans.

We invite employees who are disabled or protected veterans and who wish to be included under our Affirmative Action Program to self-identify as such with the EEO Coordinator. This self-identification is strictly voluntary and confidential and will not result in retaliation of any sort.

Employees of and applicants to University of Illinois will not be subject to harassment, intimidation, threats, coercion, or discrimination because they have engaged or may engage in filing a complaint, assisting in a review, investigation, or hearing or have otherwise sought to obtain their legal rights related to any Federal, State, or local law regarding EEO for qualified individuals with disabilities or qualified protected veterans.

As Assistant Vice President, University Human Resources of University of Illinois, I am committed to the principles of Affirmative Action and Equal Employment Opportunity. In order to ensure dissemination and implementation of equal employment opportunity and affirmative action throughout all levels of University of Illinois, I have selected Eric A. Smith as the EEO Coordinator for University of Illinois. One of the EEO Coordinator's duties will be to establish and maintain an internal audit and reporting system to allow for effective measurement of University of Illinois' programs.

In furtherance of University of Illinois' policy regarding Affirmative Action and Equal Employment Opportunity, University of Illinois has developed a written Affirmative Action Program which sets forth the policies, practices and procedures which University of Illinois is committed to applying in order to ensure that its policy of non-discrimination and affirmative action for qualified individuals with disabilities and qualified protected veterans is accomplished. This Affirmative Action Program for qualified individuals with disabilities and qualified protected veterans is available for inspection by any employee or applicant for employment upon request, between 8:30am-5:00pm at the University Human Resources department. Any questions should be directed to me, your supervisor, or Eric A. Smith, EEO Coordinator.

Maureen M. Parks
Assistant Vice President, University
Human Resources

7/1/2009

II. Establishment of Responsibilities for Implementation of the Written Affirmative Action Program (41 CFR 60-2.17(a))

A. Designation of Responsibilities of EEO Coordinator (41 CFR 60-2.17(a))

The EEO Coordinator has the primary management responsibility, authority, and resources for ensuring full compliance with the provisions of E.O. 11246, as amended, and its implementing regulations. The EEO Coordinator's appointment and a description of the position's basic responsibilities have been communicated to all levels of personnel in University of Illinois. The responsibilities of the EEO Coordinator include, but are not necessarily limited to, the following:

1. Developing EEO policy statements, Affirmative Action Programs, and internal and external communication procedures;
2. Assisting in the identification of AAP/EEO problems;
3. Assisting management in arriving at effective solutions to AAP/EEO problems;
4. Designing and implementing an internal audit and reporting system that:
 - a. Measures the effectiveness of University of Illinois' program;
 - b. Determines the degree to which AAP goals and objectives are met; and
 - c. Identifies the need for remedial action;
5. Keeping University of Illinois' management informed of equal opportunity progress and reporting potential problem areas within University of Illinois through reports;
6. Reviewing University of Illinois' AAP for qualified minorities and women with management to ensure that the policy is understood and is followed in all personnel activities;
7. Auditing the contents of University of Illinois' bulletin board to ensure compliance information is posted and up-to-date; and
8. Serving as liaison between University of Illinois and enforcement agencies.

B. The Responsibilities of University of Illinois' Management to Ensure Implementation of the AAP (41 CFR 60-2.17(a))

In implementing this written Affirmative Action Program, the responsibilities of University of Illinois' supervisors and managers working with the EEO Coordinator include, but are not necessarily limited to, the following:

1. Assisting in the identification of problem areas, formulating solutions, and establishing departmental goals and objectives when appropriate;
2. Reviewing the qualifications of all applicants and employees to ensure qualified individuals are treated in a nondiscriminatory manner when hiring, promotion, transfer, and termination actions occur; and
3. Reviewing the job performance of each employee to assess whether personnel actions are justified based on the employee's performance of his or her duties and responsibilities.

III. Identification of Problem Areas (41 CFR 60-2.17(b))

University of Illinois performs in-depth analysis of its total employment process to determine if there are areas where minority and/or female groups may face impediments to equal opportunity. The following analyses are conducted in order to reveal any potential problem areas:

1. **Placement Goals:** An analysis of incumbency versus availability is performed in order to determine if there are any job groups where underutilization exists for females and/or minorities. Where a significant shortfall does exist, as defined by the methodology University of Illinois uses, Placement Goals are set (see the Placement Goals report which follows this section).

For job groups that have Placement Goals, steps will be taken to encourage and increase the percentage of qualified females and/or minorities applying for positions both externally and internally. These steps may include, as appropriate, but are not limited to the following:

1. Recruiting at colleges and universities with a significant percentage of minority and female students;
 2. Publishing job advertisements in newspapers and/or magazines that target females and/or minorities;
 3. Offering mentorship programs for female and minority employees;
 4. Offering job training to females and minorities currently employed by University of Illinois in order to increase their chances of advancing within University of Illinois;
 5. Offering tuition reimbursement to employees to obtain training that will increase their chances of advancing within University of Illinois;
 6. Using recruitment companies that specifically target females and minorities; and
 7. Continuing to use the services of their State Employment Service.
-
2. **Review of Employment Decisions:** Review of employment decisions is made in order to determine whether or not females/minorities are selected at a less favorable rate than males/non-minorities.

Review of Hires/Promotions: Whenever females/minorities are selected at a lower rate than males/non-minorities, a review of the applicant flow is conducted to determine possible reasons why females/minorities were not selected at a more favorable rate. If University of Illinois is attracting fewer than expected females/minorities that fit the qualifications for the job groups, good faith efforts will be put into place to attempt to improve the applicant flow of qualified females/minorities.

Review of Terminations: For non-voluntary terminations, if females/minorities are being terminated at a higher rate than males/non-minorities, a review of the employee files will be made to ensure that University of Illinois is applying its policies and procedures for termination equally for protected as well as non-protected classes.

3. **Compensation:** Compensation is reviewed at least annually in order to determine if there are significant discrepancies in pay when comparing female to male rates of pay and minorities versus non-minorities rates of pay. If discrepancies do exist, a thorough review is conducted to determine if the difference in pay is justified due to appropriate factors. If the difference in pay cannot be justified, University of Illinois will put a plan in place to address the issue.

University Administration
***FY 2010 Academic Professional Placement Goals**

Executive Administration (EXA)

Minorities	12.51%	3 persons
Black	5.51%	2 persons
Hispanic	2.30%	1 person

This job group generally includes titles such as President, Vice President, Sr. Associate Vice President, Associate Vice President, and Assistant Vice President

Business and Finance Management (OAB)

Hispanic	2.96%	1 person
----------	-------	----------

This job group generally includes titles such as Director, Associate Director, and Assistant Director (in the Business and Finance area)

Business and Finance (PBF)

No Placement Goals

This job group generally includes titles such as Specialist, Coordinator, and Analyst (in the Business and Finance area)

Information Technology Management (OAI)

Minorities	15.47%	2 persons
Black	5.67%	2 persons

This job group generally includes titles such as Director, Associate Director, and Assistant Director (in the Information Technology area)

Information Technology (PIT)

No Placement Goals

This job group generally includes titles such as Specialist, Coordinator, and Analyst (in the Information Technology area)

General Management (OAG)

Black	6.60%	1 person
Hispanic	2.67%	1 person

This job group generally includes titles such as Director, Associate Director, and Assistant Director

General (PRG)

Black	7.02%	6 persons
-------	-------	-----------

This job group generally includes titles such as Specialist, Coordinator, and Analyst

**Placement goals are required for job groups and protected classes that are identified as having less than reasonably expected representation based on their internal and external availability.*

**IV. Accomplishment of Prior Year Placement Goals
(41 CFR 60-1.40(c)) 41 CFR 60-1.12(b), -2.1(c) and -2.16**

University of Illinois developed action-oriented programs (see Section V) designed to accomplish the established goals and objectives, thereby enhancing employment and advancement opportunities in University of Illinois for females and minorities. The results of the prior year's Affirmative Action Program are identified on the following report.

University Administration
***FY 2009 Goal Attainment Report**

Executive Administration (EXA)

	FY09		Goal Attained
Minorities	12.33%	4 persons	No
Black	6.04%	2 persons	No
Hispanic	2.2%	1 person	No

This job group generally includes titles such as President, Vice President, Sr. Associate Vice President, Associate Vice President, and Assistant Vice President

Business and Finance Management (OAB)

	FY09		Goal Attained
Hispanic	3.48%	1 person	No

This job group generally includes titles such as Director, Associate Director, and Assistant Director (in the Business and Finance area)

General Management (OAG)

	FY09		Goal Attained
Minorities	12.41%	2 persons	Yes

This job group generally includes titles such as Director, Associate Director, and Assistant Director

General (PRG)

	FY09		Goal Attained
Minorities	13.96	5 persons	Yes
Black	7.2%	4 person	No
Hispanic	3.23%	1 person	Yes

This job group generally includes titles such as Specialist, Coordinator, and Analyst

**Placement goals are required for job groups and protected classes that are identified as having less than reasonably expected representation based on their internal and external availability.*

V. The Development and Execution of Action-Oriented Programs (41 CFR 60-2.17(c))

Action programs have been instituted to eliminate identified problem areas and to help achieve specific Affirmative Action goals. These programs may include, but are not limited to, the following:

1. Conducting annual analyses of job descriptions to ensure they accurately reflect job functions;
2. Making job descriptions available to recruiting sources and available to all members of management involved in the recruiting, screening, selection and promotion processes;
3. Evaluating the total selection process to ensure freedom from bias through:
 - a. Reviewing job applications and other pre-employment forms to ensure information requested is job-related;
 - b. Evaluating selection methods that may have a disparate impact to ensure that they are job-related and consistent with business necessity;
 - c. Training personnel and management staff on proper interview techniques; and
 - d. Training in EEO for management and supervisory staff.
4. Using techniques to improve recruitment and increase the flow of qualified applicants, including minority and female applicants. University of Illinois may undertake the following actions:
 - a. Include the phrase "Equal Opportunity/Affirmative Action Employer" or other acceptable tagline in all printed employment advertisements;
 - b. Place help wanted advertisements in local minority news media and women's interest media;
 - c. Disseminate information on job opportunities to organizations representing minorities, women and employment development agencies when job opportunities occur;
 - d. Encourage all employees to refer qualified applicants;
 - e. Actively recruit at secondary schools, junior colleges, colleges and universities with predominantly minority or female enrollments; and
 - f. Request employment agencies to refer qualified minorities and women.
5. Preparing a self-audit of University of Illinois' compensation practices;
6. Ensuring that all employees are given equal opportunity for promotion. This is achieved by:
 - a. Posting promotional opportunities;
 - b. Offering counseling to assist employees in identifying promotional opportunities, training and educational programs to enhance promotions and opportunities for job rotation or transfer; and
 - c. Evaluating job requirements for promotion.

VI. Internal Audit and Reporting Systems (41 CFR 60-2.17(d))

University of Illinois believes that one of the most important elements in effectively implementing a written Affirmative Action Program is an adequate internal audit and reporting system. Through this system, the total program can be monitored for effectiveness, and management can be kept informed.

University of Illinois' audit and reporting system is designed to:

1. Measure the effectiveness of the AAP/EEO program;
2. Document personnel activities;
3. Identify problem areas where remedial action is needed; and
4. Determine the degree to which University of Illinois' AAP goals and objectives have been attained.

The following personnel activities are reviewed, as necessary and desirable, to ensure nondiscrimination and EEO for all individuals without regard to their race, color, gender, religion, national origin:

1. Recruitment, advertising, and job application procedures;
2. Hiring, promotion, upgrading, layoff, recall from layoff;
3. Rates of pay and any other forms of compensation including fringe benefits;
4. Job assignments, job classifications, job descriptions, and seniority lists;
5. Sick leave, leaves of absence, or any other leave;
6. Training, attendance at professional meetings and conferences; and
7. Any other term, condition, or privilege of employment.

The following documents may be maintained as a component of University of Illinois' internal audit process:

1. An applicant flow log;
2. Summary data of external job offers and hires, promotions, resignations, terminations;
3. Summary data of applicant flow;
4. Employment applications; and
5. Records pertaining to University of Illinois' compensation system.

University of Illinois' audit system includes periodic review of employment decisions. Managers and supervisors are asked to report any current or foreseeable EEO problem areas and are asked to outline their suggestions/recommendations for solutions. If problem areas arise, the manager or supervisor is to report problem areas immediately to the EEO Coordinator. During the reporting cycle, the following occurs:

1. The EEO Coordinator will discuss any problems relating to significant rejection ratios, EEO charges, etc., with management; and
2. The EEO Coordinator will report the status of University of Illinois' AAP goals and objectives to management. The EEO Coordinator will recommend remedial actions for the effective implementation of the AAP.

University of Illinois

AFFIRMATIVE ACTION PROGRAM

For

**QUALIFIED INDIVIDUALS WITH DISABILITIES
AND QUALIFIED PROTECTED VETERANS**

University of Illinois

**AFFIRMATIVE ACTION PROGRAM FOR QUALIFIED INDIVIDUALS
WITH DISABILITIES AND QUALIFIED PROTECTED VETERANS**

TABLE OF CONTENTS

	<u>Page</u>
I. Policy Statement	3
II. Review of Personnel Processes	5
III. Physical and Mental Qualifications	6
IV. Reasonable Accommodation to Physical and Mental Limitations	7
V. Harassment Prevention Procedures	8
VI. External Dissemination of Policy, Outreach and Positive Recruitment	9
VII. Internal Dissemination of Policy	10
VIII. Audit and Reporting Systems	12
IX. Responsibility for Implementation	
A. Responsibilities of EEO Coordinator	13
B. Responsibilities of Management	14
X. Training	15

I. Policy Statement

Under the Affirmative Action obligations imposed by Section 503 of the Rehabilitation Act of 1973 and Vietnam Era Veterans' Readjustment Assistance Act of 1974 (VEVRAA), as amended, it is the policy of University of Illinois to provide Equal Employment Opportunities and to advance in employment qualified individuals with a disability as well as qualified protected veterans. This policy is designed to employ and advance all qualified individuals with a disability and qualified protected veterans at all levels of employment, including the executive level. University of Illinois' policy of providing Equal Employment Opportunities to qualified persons with a disability and qualified protected veterans shall apply to all employment practices including, but not limited to: upgrading, demotion or transfer, layoff or termination, rates of pay or other forms of compensation, and selection for training. University of Illinois attempts to comply with all of the rules, regulations, and relevant orders of the Secretary of Labor and the Office of Federal Contract Compliance Programs (OFCCP), issued pursuant to Section 503 of the 1973 Rehabilitation Act and the 1974 Vietnam Era Veterans' Readjustment Assistance Act, as amended.

University of Illinois' Affirmative Action Program for qualified persons with a disability and qualified protected veterans is reviewed and updated annually. If there are any significant changes in University of Illinois' procedure, or if employee rights or benefits are modified as a result of an annual updating, these changes are communicated to employees and to applicants for employment.

On a strictly voluntary basis, University of Illinois invites all qualified protected veterans who are either employees or applicants for employment, and employees who have a disability, and who wish to benefit under University of Illinois' Affirmative Action Program to identify themselves to either their immediate supervisor or to the EEO Coordinator. Any individual who identifies himself/herself will not be subjected to any form of harassment or retaliation based on his/her status or self-identification. Further, this self-identification will be kept confidential.

Employees and applicants shall not be subjected to harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in any of the following activities: (1) filing a complaint; (2) assisting or participating in an investigation, compliance review, hearing, or any other activity related to the administration of Section 503 of the Rehabilitation Act of 1973, as amended, VEVRAA, as amended, or any other Federal, State or local law requiring equal opportunity for disabled persons or qualified protected veterans or; (3) opposing any act or practice made unlawful by Section 503

of the Rehabilitation Act of 1973, VEVRAA or its implementing regulations in this part or any other Federal, State or local law requiring equal opportunity for disabled persons or for qualified protected veterans; or (4) exercising any other right protected by Section 503 of the Rehabilitation Act of 1973, or its implementing regulations in this part or any other right protected by VEVRAA or its implementing regulations in this part.

II. Review of Personnel Processes

University of Illinois reviews annually its personnel processes to determine whether its present procedures ensure careful, thorough and systematic consideration of the qualifications of known qualified individuals with disabilities and qualified protected veterans. This review covers all procedures related to the filling of job vacancies either by hire or by promotion, as well as all training opportunities offered or made available to employees.

In determining the qualifications of veterans, University of Illinois limits its consideration of a qualified protected veteran's military record, including discharge papers, to only that portion of the record, which is relevant to the specific job qualifications for which the veteran is being considered.

Based upon University of Illinois' review of its personnel processes, University of Illinois will modify the personnel processes when necessary, and will include the development of new procedures in this Affirmative Action Program to ensure Equal Employment Opportunity.

III. Physical and Mental Qualifications

The physical and mental job qualifications of all jobs have been reviewed and are reviewed as new ones are established to ensure that, to the extent that such qualification requirements tend to screen out qualified individuals with disabilities and qualified disabled veterans, job qualifications are consistent with business necessity and the safe performance of the job.

No qualification requirements were identified which had a screening effect. All job qualification requirements were found to be job-related and consistent with business necessity and safety.

University of Illinois will continue to review physical and mental job qualification requirements whenever a job is vacated and University of Illinois intends to fill it through hiring, promotion or transfer and will conduct a qualifications review whenever job duties change.

If at any time University of Illinois should inquire into an employee's physical or mental condition or should conduct a medical examination prior to a change in employment status, University of Illinois affirms that information obtained as a result of the inquiry will be kept confidential, except as otherwise provided for in Section 503 of the Rehabilitation Act of 1973 regulations. The results of the examination or inquiry will be used in accordance with the aforementioned regulations:

1. Supervisors, managers, and university officials may be informed regarding restrictions and accommodations for the work or duties of individuals with a disability.
2. Employees familiar with first aid may be informed, where and to the extent appropriate, if an individual with a disability might require emergency treatment.
3. OFCCP officials investigating compliance with either the 1973 Rehabilitation Act or VEVRAA, as amended.

IV. Reasonable Accommodation to Physical and Mental Limitations

It is University of Illinois' policy to make a reasonable accommodation to the physical and mental limitations of any employee with a disability and qualified applicants with a disability unless his/her accommodation imposes an undue hardship on University of Illinois' business. In determining the extent of University of Illinois' accommodation obligations, the following factors, among others, are considered:

1. Business necessity; and
2. Financial cost and expense.

Each applicant or employee is dealt with on an individual basis. Reasonable accommodations are made whenever possible and ongoing efforts include revision of facilities to make them accessible. University of Illinois makes every effort to provide suitable employment for those employees who become disabled while employed by us.

V. Harassment Prevention Procedures

Employees of and applicants to University of Illinois will not be subject to harassment, intimidation, threats, coercion, or discrimination because they have engaged or may engage in filing a complaint, assisting in a review, investigation, or hearing or have otherwise sought to obtain their legal rights related to any Federal, State, or local law regarding EEO for qualified individuals with disabilities or qualified protected veterans. Any employees or applicants who feel that they have been subject to harassment, intimidation, threats, coercion, or discrimination because of their disability or status as a qualified protected veteran should contact the EEO Coordinator for assistance. This policy is posted for employees and applicants to view.

VI. External Dissemination of Policy, Outreach, and Positive Recruitment

After reviewing and determining that the Affirmative Action policies of University of Illinois provide the required Affirmative Action for the employment and the advancement of qualified individuals with a disability and qualified protected veterans, University of Illinois may undertake the following outreach and positive recruitment activities:

1. Notify all subcontractors, vendors and suppliers of University of Illinois' EEO and AA policy regarding the employment of qualified individuals with disabilities and qualified protected veterans.
2. Inform all recruiting sources, including the State Employment Service, employment agencies, educational institutions and social service agencies of University of Illinois' policy concerning the employment of qualified individuals with disabilities and qualified protected veterans and have been advised to actively recruit and refer qualified persons for job opportunities.
3. List all suitable employment openings with the appropriate local office of the State Employment Service and maintain regular contact with the local Veterans Employment Representative.
4. Consider holding formal briefing sessions to invite representatives from recruitment sources and placement agencies to tour the facility, discuss current and prospective position openings, job descriptions and required qualifications and explanations of University of Illinois' selection procedures.
5. Consider participating in local job fairs sponsored by support groups for qualified individuals with disabilities and qualified protected veterans.
6. Include the Equal Employment Opportunity clause concerning the employment of qualified individuals with disabilities and qualified protected veterans in all nonexempt subcontracts and purchase orders.

VII. Internal Dissemination of Policy

In an effort to promote positive Affirmative Action for qualified individuals with a disability and qualified protected veterans, University of Illinois has developed internal communications that foster understanding, acceptance, and support among University of Illinois' executive, management, and supervisory personnel. Additionally, all other university employees have been notified and encouraged to take the necessary action to aid University of Illinois in meeting its Affirmative Action obligations. University of Illinois has informed its employees and applicants for employment of its commitment to engage in Affirmative Action to increase the employment opportunities for qualified individuals with a disability and qualified protected veterans.

University of Illinois realizes that a strong outreach program is ineffective without the adequate internal support from management personnel and other employees. In order to ensure greater employee cooperation and participation in University of Illinois' Affirmative Action efforts, University of Illinois has adopted and disseminated an internal policy. This policy's dissemination may include but is not limited to the following:

1. Copies of our AAP for Individuals with Disabilities and Qualified Protected Veterans will be made available for inspection to any employee or applicant upon request to promote understanding, acceptance and support.
2. Policies are re-emphasized to managers and supervisors annually.
3. University of Illinois' Affirmative Action policy and the EEO poster are posted on bulletin boards located throughout our facilities and work areas.
4. All employees who believe they are a qualified individual with a disability, as defined in Section 503 of the Rehabilitation Act of 1973, as amended, or who are a qualified protected veteran under the EEO provisions of VEVRAA, as amended, have been invited to identify themselves if they wish to benefit under this Affirmative Action Program. Such invitation has been posted on bulletin boards throughout the facility and work areas.
5. All employees may be advised annually of University of Illinois' policy and encouraged to aid in University of Illinois' Affirmative Action efforts to ensure a fair and effective program.
6. Briefing sessions may be conducted annually for managers and supervisors to review the applicable regulations and to discuss such Affirmative Action measures as training and reasonable accommodation.

7. When making internal Equal Opportunity audits, implementation of this Affirmative Action Program will be reviewed.
8. Articles (and pictures) regarding accomplishments of employees who are qualified individuals with disabilities and qualified protected veterans may be included in university and/or facility publications whenever available.
9. The policy is communicated and/or distributed to all employees.

VIII. Audit and Reporting System

University of Illinois has designed and implemented audit and reporting systems that:

1. Measure the effectiveness of University of Illinois' programs;
2. Document personnel activities;
3. Identify problem areas where remedial action is needed; and
4. Determine the degree to which University of Illinois' AAP goals and objectives have been attained.

The following activities are reviewed at least annually to ensure freedom from stereotyping qualified individuals with disabilities and qualified protected veterans in any manner, including that which may limit their access to any job for which they are qualified:

1. Recruitment, advertising, and job application procedures;
2. Hiring, promotion, upgrading, layoff, recall from layoff;
3. Rates of pay and any other forms of compensation including fringe benefits;
4. Job assignments, job classifications, job descriptions, and seniority lists;
5. Sick leave, leaves of absence, or any other leave;
6. Training, attendance at professional meetings and conferences; and
7. Any other term, condition, or privilege of employment.

University of Illinois' audit system includes periodic reports documenting University of Illinois' efforts to achieve its EEO/AAP responsibilities. Managers and supervisors are asked to report any current or foreseeable EEO problem areas and are asked to outline their suggestions/recommendations for solutions. During the reporting, the following occurs:

1. The EEO Coordinator will discuss any problems relating to significant rejection ratios, EEO charges, etc., with management; and
2. The EEO Coordinator will report the status of University of Illinois' AAP goals and objectives to management. The EEO Coordinator will recommend remedial actions for the effective implementation of the AAP.

IX. Responsibility for Implementation

A. Responsibilities of EEO Coordinator: The EEO Coordinator is responsible for the overall execution, implementation and monitoring of the Affirmative Action Program for qualified persons with a disability and qualified protected veterans with the support of all management.

Those responsibilities shall include, but not be limited to, the following:

1. The development of the AAP for individuals with disabilities and qualified protected veterans, policy statements, personnel policies and procedures, internal and external communication of the policy, and monitoring the effectiveness of these actions;
2. Reviewing all personnel actions, policies, and procedures to ensure compliance with University of Illinois' Affirmative Action obligations;
3. Reviewing the qualifications of all applicants and employees to ensure qualified individuals are treated in a nondiscriminatory manner when hiring, promotion, transfer and termination actions occur;
4. Assisting in the identification of problem areas and the development of solutions to those problems;
5. Monitoring the effectiveness of the program on a continuing basis through the development and implementation of an internal audit- and reporting- system that measures the effectiveness of the program.
6. Keeping management informed of equal opportunity progress and problems within University of Illinois through, at a minimum, periodic reports;
7. Providing department managers with a copy of the AAP for Qualified Individuals with Disabilities and Qualified Protected Veterans and reviewing the program with them on an annual basis to ensure knowledge of their responsibilities for implementation of the program;
8. Reviewing University of Illinois' AAP for qualified individuals with disabilities and qualified protected veterans with all managers and supervisors at all levels to ensure that the policy is understood and is followed in all personnel activities;
9. Auditing the contents of university bulletin boards annually to ensure that compliance information is posted and is up-to-date;
10. Serving as a liaison between University of Illinois and enforcement agencies; and
11. Serving as a liaison between University of Illinois and organizations for individuals with disabilities and protected veterans.

B. Responsibilities of Managers and Supervisors: Managers and supervisors are advised annually of their responsibilities under University of Illinois' AAP for qualified individuals with disabilities and qualified protected veterans and of their obligations to:

1. Review University of Illinois' Affirmative Action policy for qualified individuals with disabilities and qualified protected veterans with subordinate managers and supervisors to ensure that they are aware of the policy and understand their obligation to comply with it in all personnel actions;
2. Assist in the identification of problem areas, formulate solutions, and establish departmental goals and objectives when necessary;
3. Review the qualifications of all applicants and employees to ensure qualified individuals are treated in a nondiscriminatory manner when hire, promotion, transfer, and termination actions occur; and
4. Review all employees' performance to ensure that non-discrimination is adhered to in all personnel activities.

X. Training

All personnel involved in the recruitment, screening, selection, promotion, disciplinary, and related processes shall be trained to ensure that the commitments in University of Illinois' Affirmative Action Program are implemented.